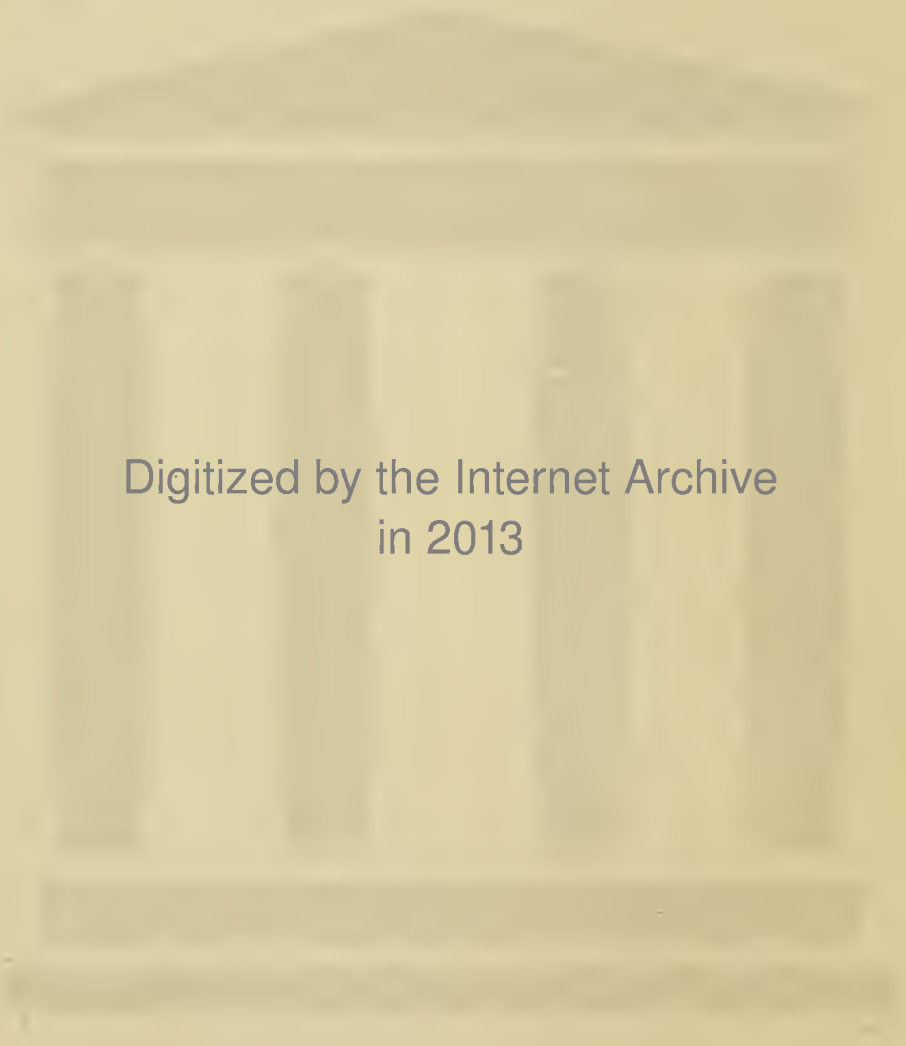
Maxims of Life and Business

John Wanamaker

Robert Dollar

October

1923



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MAXIMS
of Life
and Business

"Thinking, trying, toiling, and trusting in God, is all of my biography."

(Telegram to Bridgeton [N.J.] Y.M.C.A., in response to request for sketch of his life.)

MAXIMS
OF
LIFE AND BUSINESS

By

JOHN WANAMAKER

With an Introduction by
RUSSELL H. CONWELL

Harper & Brothers, Publishers
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MAXIMS

OF LIFE AND BUSINESS

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D–X

FOREWORD

WHEN a great and good life goes out after a continual influence for the uplift of mankind through many years, the loss is startling and sometimes appalling. At such a time it is very important to continue that inspiring influence as powerfully and strongly as is possible. It is a clear duty to mankind.

A friend, who was long the most intimate associate of Mr. Wanamaker, has felt it to be his duty to preserve, in convenient form, these sayings of Mr. Wanamaker, and in so doing he has made us all his debtors.

This painstaking task has not been performed as a cold duty, but is dictated by a warm and deep friendship which Mr. Wanamaker appreciated greatly. Therefore, these wise sayings, which speak for themselves, mean much more, as they so clearly and forcibly represent the tribute of a large-hearted friend. In this unique collection Mr. Wanamaker's precious influence will be extended through the many years to come.

The assistance of Mr. Gordon H. Cilley has been very important, and is gratefully acknowledged.

RUSSELL H. CONWELL.

February 15, 1923.

The only wish I have is that I could have done all my work better.

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MAXIMS of Life and Business

I have read and searched and listened to wise men, and made best use I could in the little scraps I have written of everything that I thought might be useful to others, struggling like myself to make the best of life.

MAXIMS
OF
LIFE AND BUSINESS

BUSINESS AND SUCCESS

CARELESSNESS in business, even in little things, is its worst moth.

Taking good care of a small sum, saved week by week, has been in thousands of cases the foundation of a large fortune.

Moderate profits will not make money quickly, but a long experience proves that it is much the best way to make money surely.

It is not extraordinary circumstances, or rich friends, or large capital, that create the golden opportunities of life. It is something in the person that thinks and gets an idea, and seizes the first possible moment to do what he can toward developing it.

MAXIMS

A wise man is a maker of opportunities.

The generalship of life means competency and enterprise

To have failed once is not so much a pity as is to not try again.

All businesses grow by what they have given to them to feed them.

To think hard and quickly, see the core of a subject, seize it and base action upon it, is the secret of successfulness.

The getting of money by humble persons begins most often by shutting off almost every outlet of self-indulgence, watching the pennies, and saving, little by little.

No man's work is done on earth, so long as he can patiently labor and give anything to his family, city and nation which will add to its knowledge, wealth, improvements and importance.

BUSINESS AND SUCCESS

All the gates of the business world are open to every one.

There is no lasting benefit from anything received by falsehood or fraud.

Underdone work makes underdone and undependable men and women.

To have no eyes except for your mill or your warehouse is the serious mistake of any life.

There is never a time that the world does not want and greatly need the right man in more places than one.

Wrong methods in any business are a species of cancer that must end in the weakness or extinction of strength and final destruction.

If brains constitute qualification for a business man, why not equally so for a woman, who often surpasses a man in her intuitions and efforts?

MAXIMS

Our responsibilities are making our opportunities.

It is not the leap at the start, but the steady going on, that gets there.

Business capital is good common-sense, intelligence, industry and saved-up money.

Just to drive ahead, not knowing where we will come out, is a species of senility, no matter how young or how old we are.

No man on earth is so happy as the man who loves his work and goes home at night with a contented heart because of a good day's work well done.

Anyone who thinks he can be negligent in business is on the road to ruin. No man should be satisfied in thinking only of his long and good experience, his excellent location, his large run of customers, and "let it go at that." It is wise for him to think of his weak points, and take steps immediately to remove them.

The man who makes decisions with a fixed purpose of carrying them out is, humanly speaking, unconquerable.

Go slow in any plan that is irrevocable and unchangeable at any time or under any circumstances after it begins.

Almost every man, unless he mistakes his abilities and choice of a calling, has enough sap in his young manhood to give him a good start.

Many of the men who thought themselves sharper than other men, and able to take a short cut to success, were oftener deceived than otherwise, and came back with chalk on their backs instead of cheese in their tubs.

"Do not difficulties greatly hinder success?"—Never, never! Surmounting difficulties gives new strength, new ideas, more energies, and creates heroes who otherwise would have been only mere ciphers on life's battlefields.

MAXIMS

No human being should permit himself to be a mere machine.

"I will go myself and attend to it," and "I will see to it at once," always succeed in getting things done.

To give birth to an idea, to secretly cherish it, to develop it and live down oppositions to it, is a fair life-work.

No honest person is down so far that he needs to stay there, unless satisfied and content with his condition.

The waste of time for want of planning its best uses is the costliest expenditure of our lives. "Time is money," and it is so much more than money.

To have something to do is worth while, even if there be no necessity driving us to it. Occupation drives away care and the small troubles of life. There is a joy in being useful that no idle man knows, any more than a mole in the ground.

BUSINESS AND SUCCESS

There is a price, of patience or labor, that must be paid for the most worthy things.

All men may seek the great ends of wealth, honor, praise and love, but the price is high.

To do the best you can and be a good loser, if you cannot win, is always the best way to play the game.

Caution is a fret to the impetuous, but it is better to suffer slight pains than to be pitched headlong off your horse.

Business-doing has its delights, and it is a mistake when it becomes mere drudgery or skinflintism. The mere jingle of money in the merchant's till will never satisfy a real man.

Almost every human being has some natural gift, and is very much nearer than he thinks to the staircase of success, if he would only take the first step and keep on until he got to the top.

MAXIMS

To believe you cannot do a thing is a way to make it impossible.

Knowledge and experience are the best two feet any one can have to equip him for successful living.

It is pitiful if no one understands you, but you can understand yourself, as Edison did, and "get there" if you have a good idea, and keep at it long enough to work it out.

To consider carefully events of the past lights a lamp upon the way farther on. There are more encouragements than setbacks behind us if we will take the time to count them up.

A great nature harassed by misconception, misunderstood, picked at, hurt and discouraged, bravely pushing forward along life's chosen pathway, despite the wind and wet, storms of unfriendliness and opposition that stagger him, will win victory if right and patient enough, in the long run.

Feebleness generally courts failure.

A man often has trouble from putting all his time in one place.

Three-quarters of all work is drudgery, unless we love it and keep cheerful

The more perfectly a man knows his business, the more he pushes forward to study his business that he may make new achievements.

Few men buckle down to find out their own inventiveness. Let us emulate, excel and experiment in the things we do—and who knows what we may discover and thereby benefit ourselves and the world at large?

It is a fine thing to be cautious, but to be rich in wet blankets is such a setback that it leads to the suppression of endeavor. Many a man or woman has seen a star, which by little doubts raised by advisers, became overclouded and was never seen again.

MAXIMS

Only an honest soul can conduct an honest business.

No mistake or failure is as bad as to stop and not try again.

All the right kind of a fellow wants, to get forward, is, "Give me a chance."

The interests of work-givers and work-doers are indissolubly bound together.

As a general thing, it is the quiet people who do the most thinking and perform the most good work.

Every man is at his best when he adds enthusiasm to whatever he honestly believes in. Both power and progress will then enter into his undertakings

It is for us to go straight on with the duty of the hour, and the way opens as we push ahead. Simply the reason of it is that experience is teaching something every day that we never thought of before.

BUSINESS AND SUCCESS

Labor of some kind is a necessity for well-being to every human being.

Intense ambition and sound common-sense will work success for anybody at anything that is legitimately serviceable to the world.

Real merit does not need any pushing to get to the front. The home-made engine of honest personal endeavor to use his own faculties will carry a man forward.

There are times to stop and take reckoning as well as times to go forward. A man must always have his wits about him, matching the winds and ready to quickly take soundings of the course he is sailing and the depths he is in.

A clear and good conscience, which Heaven helps us to, is enough capital to begin life with, for every one in good health who is determined to be recognized by his faithfulness to the humble duties he may have to begin with.

MAXIMS

Hurry is the child of unpunctuality, procrastination and irritability.

Most people who fail only work half-time, take too many holidays and are quitters.

No one ever did anything worth while in this world, that he was not criticised by somebody.

Happy is the man who knows he was born to work, who knows he can work, and that by work well done he can keep on climbing as other men have done, to more enjoyable and profitable work.

While too much enthusiasm is better than none, the large majority of us can only achieve an approach to eminence by persistent energy, without which man is not much more than a two-legged creature. Dreaming never catches on to anything; but with a blue sky in our hearts, commonsense in our heads, and some energy and activity to labor, we may hunt successfully for a red ribbon of distinction.

There are endless resources to every true man who is determined to overcome his mistakes.

Having an old horseshoe "for luck" is not equal to lifetime savings for your daughter's dowry.

The roads to success are so simple that any one with good sense can see straight along to their termination.

To have the good judgment when to go forward and exactly when to stop is to have the prime factors of each day's work.

Whatever opposition, or however strong the conditions to be faced, *Forward*, always and ever *Forward*, begets confidence and overcome all obstacles.

Is there anything in the whole world half so good as being straight, right and four-square, able to work hard, earn an honest living, look everybody in the face and not be afraid of anybody or anything?

Responsibilities gravitate toward persons who know most.

Any one thing well done is worth living and working for.

To lose the right moment of doing things is often to lose all.

That which cost a lifetime to obtain may be lost in half an hour.

The capital of trade and commerce is much more than money. There must be visions, principles and profound devotion to well-matured plans faithfully carried out, benefiting the public as well as the owners and investors.

The lamp of hope burns perpetually for these who hold on to their visions and strive to attain. Progress may be slow and with some setbacks, but every defeat of a heroic man brings him nearer to victory, turning his bones into iron and his flesh into flint.

BUSINESS AND SUCCESS

Time is money, with a big IS.

Opportunities grow stale unless promptly seized and used.

Uprightness is even better capital than executive ability.

A business life can be as highly honorable as any other, if we keep clear of entangling alliances.

Long study of men and women and wide observation justify the statement that the majority of people are not fully awake. We live superficially, half-heartedly. Many of us fail to rub the eyes of our souls open to get thoroughly awakened.

Men come and go, whose names seem to be buried in their graves, because they left nothing behind them but money. It is the men and women like Clara Barton and Frances Willard and B. Franklin, who do something that benefits the world, who are never forgotten.

A hurried, half-done piece of work only adds to our discontent.

To almost every man known to the writer was given an elective opportunity to make or lose his way.

It is so given that some men must see things before other men, nor can it be humanly explained.

Content and carefulness make poor men rich, while discontent and idleness make rich men sour and poor.

Many persons have an idea that one cannot be in business and lead an upright life, whereas the truth is that no one succeeds in business to any great extent, who misleads or misrepresents.

To have the disappointment of a door shut in front of us is something, but not everything. Many a time, to be stopped and forced to take another road has turned out to one's great advantage.

Money is only metal, if mentality is not back of it.

Doing the same thing over again may be tiresome, but it helps to do the thing properly.

The prizes in all the games of life are won by the strong, determined, far-sighted and fleet-footed chaps who have trained themselves by self-denials and constant effort along definite lines.

To keep duties from treading on each other's heels they must be disposed of promptly as they come along. He who has the habit of throwing upon "to-morrow" the work of to-day, only adds to his own burdens.

Every living thing, man included, finds the earth and sea are each a granary and a storehouse, with abundance for every creature, but each living thing must go after the food and not wait for some other to put it in its nests.

MAXIMS

There are men and women who do more in an hour than a half-earnest man would do in a day.

All great developments of ideas come modestly and silently to fruition, without blare of trumpets or pomp of praise.

Splendid lighthouses of life are they which have been built upon the shores of obscurity by the boys of humble birth.

To stay at the lesson until it is learned and stop by the work undertaken until it is completed is the real thing. To remain attached to a purpose or a chosen calling is six times out of seven the secret of success.

Those who are just starting out on their life tasks may worthily study what has been done by others who have met and conquered the conditions that faced them. Fixed principles, good health, alertness, perseverance, endurance, are the main essentials, humanly speaking.

Work seldom kills a man, but worry does it. Worry is the rust that spoils the knife-blade.

Success and wealth often put people to sleep, whereas they should quicken their diligence.

A large part of every man's future has in it the figure of a tremendous, but successful conflict.

There is hardly any man that is able to take his own measure as to his possibilities until he experiments with himself.

The barnacles of listlessness, lagging, forgetfulness, hasty words, carelessness in storekeeping, are little weeds that slack up our sailing.

It is a well-known fact that a piece of machinery wastes faster standing still than when it is rightly worked. The earth is not the Creator's showroom, it is His workshop.

MAXIMS

Trust the younger men. Give them a fair chance.

I never felt that I had any hard work, I just felt that I had work that was worth doing, and kept at it, and kept on. I never stop until the work is done.

Failures are not fatal unless we go to sleep with them. Edison, Marconi, Cyrus W. Field, Abraham Lincoln, Ulysses S. Grant, had their failures, but each of them kept on undaunted until he "won out."

Beginnings are often small and the progress slow, but the one who studies and strives, who never leaves off his efforts, is sure to be an overcomer. Give him time and encouragement and he will get there.

A human being must not be thought of as an automatic machine. We must consider one another, and, so far as in us lies, add to the good feeling of all who labor with us. It can be done, and we must all find the way.

BUSINESS AND SUCCESS

Having fixed principles and standing true to yourself is to be a winner.

Choose carefully your vocation, grip it hard and climb from the foot of your class to the top.

There are no locks on the doors of wisdom, knowledge, honest enterprise and opportunity.

If we could only make our hands move as actively as our tongues, what wonders we could accomplish!

It seems to me that a tremendous responsibility rests upon employers in their duty to their painstaking employes who live their lives year in and year out under the same roof with them.

To get into the right place in the world and to work out from that place in tune with the biggest and finest things, for the mutual benefit of yourself and others, is well worth any one's best endeavors.

MAXIMS

I have always had a broom in my hand.

No human being can create a great thing suddenly.

It requires more brains to be a merchant than it used to.

One ought to leave some kind of mark after fifty years to make it.

A job of any kind, slighted, stands as a witness against the man who did it.

Life has no rehearsal days in it. Each day must be filled up with its appointed work.

Somebody must have a vision and put years of strength and power back of it to shape things toward the ideal.

Originality, personality, initiative and invention of methods and easement of mercantile life are intangible influences, but they exist and are felt, though they may not always be definable in words.

Each year is a step of progress.

New goods are better than bargains.

Progress is the result of self-development.

"Superiority" should be the daily watch-word.

The light is always shining on a vision of a loftier commercial plane.

A great ship or a great store must just go on and do great things, and get bigger by good service, and never too big to correct its faults.

We are not the mere automata of business. We are men and women reaching out hand and heart to make life easier and to make the world happier.

Business is not a matter of machinery; it is not a great granite building; it is not iron, steel and rock; it is the human force that is in it; it is the man.

We must be careful not to let our arms hang down.

As far back as the histories go, considerable commerce seems to have been going on.

Fundamental things are the knowledge of our work, quality of our work, and the love of our work.

Each time that a woman bakes gingerbread it ought to be a better gingerbread than the one that came out of the oven the time before.

A man may own a farm and yet go to the poorhouse, if he does not prepare his land for planting and then do the actual planting.

You cannot charge more than other people for the same thing; but you can do better storekeeping, you can have different and better stocks, and you can see that the thing is better done; and the growth will be magnificent.

BUSINESS AND SUCCESS

Nothing comes merely by thinking about it.

It is not possible for any man to have all the good ideas.

Learn to know that every day more is expected of you.

Any man that is afraid of being supplanted ought to be supplanted.

The great centers of trade are nurseries of science, art and invention.

We must remember that the very best of us have made many mistakes.

Competition will pound us hard, but let us see who can pound hardest.

Put yourself close to your work, bear hard upon it, stay by it, and get it done.

The men who are perfectly satisfied with what they are doing for me are not the men I want.

MAXIMS

Few things live to honor and usefulness wholly upon their ancestry.

Dumb power will make the speed, but it takes brains to make the safety.

Always reason up if you wish to reach the higher levels of vision and strength.

Through all these years I have just kept my heart close to the heart of the business.

The strength of men and stores and government must be in adherence to principles.

To lack a right estimate of the value of minutes, is to spend much of our lives out of breath.

The thinking man who is true to his duty hour by hour is the man for whom there is always a place.

The world is a kind of blacksmith shop with anvils in it where some with strong arms must swing heavy hammers.

We shall improve every day and go ahead.

We build strong and true from the bottom up.

There is always ample room for all who do their work well.

Step forward with a clear head and use your will power early in the morning.

That the way to keep happy is to keep busy at the work we love, is the belief of us all.

Capital, with its manifold possibilities for good, in itself becomes an agency of wrong and calamity when harnessed with favored legislation.

Neither money, praise, flattery nor a college education is sufficient to make a merchant. To keep a store just right is a branch of the sciences. Business is a science that cannot be bought, stolen or inherited.

MAXIMS

Eternal vigilance is the price of successful storekeeping, banking, navigation and farming.

It is a rare satisfaction to benefit humanity through the trivial details of routine and inventive work.

At first sight there does not seem to be much heroism or romance in the life of a merchant, but commerce has quickened the faculties of man.

It is fair to say that in the last half-century probably no greater advance has been made in any direction of civilization than in the science and system of mercantile business.

The paramount purpose of the Founder of this business was from the first to stop the down-grade and fakir-like practices of the mercantile world of fifty years ago, and not only help to save the mercantile profession from lowering its flag, but raise it from the dust as high as any of the learned professions and occupations.

All can help, but none shall hinder.

Whatever is well planted will grow if it has proper care.

Any one that easily gets tired must not take up with storekeeping.

It is just as easy to keep a "be at home" house, a neighborly house, as it is to keep a clean house, a cheerful house, or an orderly, comfortable house.

Neither the first thought nor the first impression is always right. One must walk all around a thing to see it from every angle, to make the best decision.

There are times when strength and safety come by standing still, be it ever so hard for men of energy and men of enthusiasm to do so. Rushing hither and thither in uncertainty is often giving play to our desire to be doing something, rather than the exercise of depth and calmness of judgment.

MAXIMS

Let us not for an instant walk backward.

No man can make horseshoes with gossip.

It is hard to carry a full cup with a steady hand.

Not every one can swim that puts on a bathing suit.

In no part of the world can any one get something for nothing.

To stand still in storekeeping is impossible, except to decay, in these days.

We would rather not make a sale than make one for the buyer to regret.

Do you think any vast business like this could be as fresh as the haul of fresh fish that the daybreak fisherman lands every morning on the ocean shore, if there were not hundreds of hands spreading their nets and making the hauls of boatloads every day?

Why not get inspirations when you can?

Take the first road to the right and do something.

Most things that are well done are done with exactness.

Trading in goods leads directly to the exchange of ideas.

America is a roomy place for the straightforward thorough-goer.

The American merchant should do his repenting before he puts off his wares upon his customers.

A little more effort on the part of everybody to make the times better, and better times will surely come along.

I would not have been prepared to build this large store when I did, if I had not saved two and a half million dollars little by little.

Any one can run a short race and an easy one.

Time is a galloping racehorse which never pauses; it urges swift diligence.

Life will not be unfair with us; for duties well done there are songs along the way.

A merchant is truly a dealer in futures, because his supplies come from every part of the globe.

The tendency to believe that everything is dark and downward is a sign of ill health or weakening brain.

There are thousands who fall just a little short of great success by small carelessnesses and forgetfulnesses.

No business organization can rise higher than its leader and owner, constantly in the field, directing each day's plans and work. Proxies are not responsible or equal to it.

Do not start out with inflated ideas of your own ability and worth.

Let no one make the road harder by magnifying difficulties and making the worst of everything.

"The sleep of the laboring man is sweet" because with an honest heart he has done a good day's work.

Thoroughly great men are only men, but they do thoroughly what they do, whether it be small or great things.

Obstacles are not infrequently turned to good account, like the stiff winds that force the draughts in the furnace of the steamships and fill the sails of the barques and brigs on the ocean.

Whoever lives a life of nothingness, even with wealth, or without it, is to be pitied. Just a real, fine harvest you can carry home out of the summer of your life, or no harvest at all, as you determine yourself.

Customers have no short memories.

True business is always constructive.

To love to work and have fifty years in active business, is a great privilege.

A man's true estate and wealth is not in houses, railroad bonds, and the like; it is in himself.

To make the best of the conditions is a common call, and if all pull together we can outride the storm.

Commerce is not a speculation—it is the very life-blood that pulsates through every fibre of the healthy body politic.

Mercantile business can never be carried on by tools and machinery. Its organization and administration require human beings—people who have power to do things, who have knowledge that can come only by education and, with the education, inspiration.

BUSINESS AND SUCCESS

Winners must be workers.

"Mutuality" and "Make good," must be our motto.

Knocking steadily at the door of opportunity will surely open it to success.

I think that posterity will write the history, the story of the labors, the triumphs, the genius, of our simple, everyday, earnest work for a principle.

Toil and fill your place and earn what you get, and try to be worth more than you earn—something bigger than you earn—something bigger and greater, not for yourself alone, but for the city.

A store is never really prepared to serve the public well by show windows and adroit advertising. Somebody who knows merchandise and knows who are its best makers must go far distances, and through wars and rumors of wars, and have courage and cash to get it home and ready for use.

Nothing but perfect satisfaction ever seals a sale.

What's the use of a plan if we do not work it?

I will not suffer myself to say any aggrandizing words.

The fact is, the old adage is true—that the more people do, the more they are able to do.

An unhealthy, stagnant pool of water isn't half as hurtful to a neighborhood as a stagnant man.

A customer has the right to some guarantee that his purchase shall prove exactly as represented.

I believe that many of us have esteemed it an honor to be associated with a business that builds not only its character, but is building the character of the business of the world.

They shall grow who believe they can.

Whatever has been good in the past, let us have some more of to-morrow.

What is going on in the public mind is always to be considered seriously and respectfully.

It is good to have a systematic way of doing things, but it is more important to be sure that you do them.

Every man may find some good kind of opportunity in front of him if he is in earnest to avail himself of it.

It is plain to be seen that others besides ourselves have discovered there are new sceneries moving upon the stage of commercial life.

Business men are drudges. When they called me at half-past six this morning I wanted another hour, and it was very hard to just push out.

MAXIMS

It is best for a man to grow where he is planted.

Let us spend our time on something to produce.

Trying to fool the people is only misleading yourself.

Learn to tell the difference between activity and work.

Form your own jugdment and buy of whoever serves you best.

Self-respecting labor begets a pride of independence: it awakens the senses to what is in the future of hope and a realization of what a man can do.

Encourage even a greenhorn when he comes with a suggestion, even if it is a poor suggestion. Give him the real reason why you can't accept his ideas. You will make him feel better, and he will come again. Give consideration and get co-operation.

People don't like "just as good" things.

We can find a dozen excuses: what we want is a better way.

It is easier to sell goods that are going up than goods that are going down.

It is a fact that old employes lose much time fighting against new methods.

It is well for us to be still a little while and think whether we are equal to the things we have got to do.

A man who believes he can stand still on any height he may have risen to, doesn't understand the situation.

A man can't force himself all day or all his life at the same pace. He will have to slow down occasionally; but if he hasn't the spirit and enthusiasm always growing, then it is safe to say that he is the full size of the tub he is in, and there will be no more growth.

MAXIMS

New beginnings are the soul of perseverance.

A well-conducted business is a public benefit.

This great business is to benefit all, serve all, protect all.

Personal notoriety, sensationalism and buncombe are not useful advertising.

We steadfastly affirm certain principles of business procedure to which we will adhere in the future as in the past, believing that we are serving the public by always going forward.

The sacred obligations of our homes, the requirements of education, the cultivation of special mental gifts, the claims of philanthropy and religion, and the discharge of the citizen's duty in bearing a fair share of taxation and citizenship, demand that every man and woman must work and do his or her part in one way or another.

BUSINESS AND SUCCESS

Everything has to bear a test.

We are sure of our rightness so far: now let us go ahead.

To get anywhere one must cut loose and actually start.

A good store is something more than a trap to catch a customer in.

Keep step in the march of progress. Inflexibly, it must be step on or step out.

They who deplete their work by creating losses instead of profits, have no future in business anywhere.

The aim and purpose of the business must always be that as the business rises it must lift every worker with it.

There is not enough stuff in any of us to divide up into many parts. We are merchants plain and simple, and all our time and labor are concentrated upon it.

MAXIMS

A man strives most for what he desires.

Whoever can create a day's work for a man, helps his family.

We are not yet done discovering better ways to do business.

To begin again and begin again, is what the storekeeper has to do every day.

If the past one hundred years has done nothing to ameliorate war, it has done much to civilize commerce.

The man who lets himself go gadding loose and idle may allow his head and hands to be so long out of commission that when necessity demands labor he may find himself totally disabled.

A man in want who is big enough to take a little job and its little pay when he cannot find a job of his former size, is the man who will surely find work if he will keep on his legs for it.

We are never satisfied with old stock phrases, or old stock methods, or old stock history.

The best start for a good day's work is to be up and at it with the first hours of the morning.

Merchandise must have integrity, and so must the merchant when he speaks of the goods and fixes the price.

The man who can do one thing well and unfailingly, even if what he does is only to open a door for visitors, is a better helper to the world than the man who does many things poorly.

This business was not a gift or an inheritance from rich ancestors. Its early days were days of little money, large ambitions, loads of ideas, and untiring work. The whole story is told in the two words, Ambition and Work. Necessity was the teacher, and Labor was the discipline whereby we learned our lessons and prospered.

MAXIMS

Confidence! Confidence! Confidence! That is your capital.

You want first of all to have confidence in what you are selling.

To be thoroughly engrossed in a pursuit is the only way to succeed in it.

Business, to my mind, is the means to exchange knowledge, labor or skill for a living.

I am not sure that it is possible for me to define the spirit, the unseen part, of a living force.

A man should have a clear vision of his vocation, and manfully and planfully—not playfully—work it out.

Let nothing sag or fall. Hold fast all we have wrought into the system, and add to it out of the ever-ripening experience; and by all means see to it that no one fails to keep step in the march of progress.

We have too many faults to be boastful.

We are never satisfied with less than sure and full service.

It is a rare gift to know how to spend money to the best advantage.

It is of great importance in business to be just right, as well as right just.

Business must rest on the uncrumbling foundation of confidence in one another—strength in all around, and justice in every part!

I have tried to get as much land as I could and build the greatest building I could, but I have always been willing that every other man should do the same.

A business life gives a chance to every one to apply his ability and to become distinguished to some good degree. It is the idler, the indolent and the shiftless that never get distinction.

Yesterday's best will not be accepted for to-day.

I like to stand on my feet; it makes me lazy to sit down.

There may be an economy of time and money that is an extravagance.

Better not make a sale than make a disappointment—better not make it!

If we could only cut away the dead wood of life, the wastages of time and profitless engagements!

If it were not for advertising, the people would have to use much more time and labor in getting about to be informed of the latest.

This business created a necessity for advertising that obliged others to advertise, and enabled the newspapers to double and treble their pages and reduce their prices to the people.

All our work is easy if we love it.

It is only incapacity that brings defeat.

If we are all of one mind, we can hold the fort.

Success we get without God doesn't count up very much.

Saying "We couldn't help it," is no way to meet a situation.

In the face of difficult conditions we ought to be very masterful.

Our years are all well-built towers of victories and helpfulness.

Any child can bemoan conditions, but its thought will turn defeat into success.

The fact that you [the older employes] have been with me so long means that I must have deserved well of you; and I feel that you deserve well of me.

Good competition is valuable to a merchant.

Count no profit in goods until the goods are sold.

The real merchant is the man who sees his goods sold.

Who can name the worth of goods that nobody wants?

Let's have more of the muscles of energy and eagerness of baseball in business.

Many untoward happenings may be called accidents; but what are we here for if not to save ourselves from accidents?

There is no business in simply keeping goods; it is in getting goods and selling them, and getting more goods and selling them. Keeping store with old goods in hope they will sometimes sell, is like keeping a hospital to nurse a lot of rag babies that you think might come to life some day and sneeze and smile at you.

Everything has to have a beginning.

It is easy to tell what a store is like from trifles.

A merchant is, after all, only a purchasing agent for his patrons.

There are times when each man has to steer from his individual port.

Preparedness to-day not only is the slogan of the nation, but it is the keyword of our storekeeping.

Every fault of a store or of a home is traceable back to an individual who does not do his or her part right.

The final determination must not be based upon the plow and harrow, but upon what the harvest is. The master-farmer, who raises the best corn and adds most to the common good, as he inevitably must, is still the worthy farmer, no matter what the tools are.

MAXIMS

Everything that is done well is hard work.

Whatever benefits our patrons benefits us.

To-day's plans and performances make the only life that is vital.

A man need not be a human yardstick because he is in business.

There is something going on in this business greater than the profit-and-loss account.

The healthiest and happiest people in the world are those privileged to work a full business day.

It is not the size or age of a store, or its advertising, that counts, but the real thing narrows down to: Is it alive all over?

Wealth can no more be created safely, and permanently held, by the mere shuffling of securities, than character can be created by shuffling cards.

Money is not the only profit of the kind of business we are working at.

Every man may find some kind of opportunity in front of him if he is in earnest to avail himself of it.

You cannot pound out of nature or a community benefits beyond the fair, square, equivalent you give, except at some future penalty.

No man can go to prosperity over the Bridge of Business without paying a toll coin stamped Truth and Probity, and being a genuinely hard and thorough worker.

I am willing to confess to you that I have endeavored to make a boy's dream a tangible reality; and, with unconquered purpose, I have steadily followed the North Star that I saw in the sky from the beginning, keeping it ahead of me always, and taking every kind of encouragement as simply a starting-post for some greater achievement.

MAXIMS

We have to add play to our work.

Past achievements are achievements past.

Each day gives opportunity for distinguishing service.

Every stone in this store somebody had to quarry out.

The better we do, the more ambitious we are to do better.

There is such a thing as real happiness in business and a real duty in happiness.

The one thousand and sixty-nine vocations in which men and women engage are one thousand and sixty-nine royal roads to greatness.

You've got to have a lot of knowledge, strength and skill, as forces backed up behind and above you, to cut through things in this world, whether it be to run a mill, a ship, or a store.

Some men have to win—they just have to!

On every road there is some young man coming on.

One may walk over the highest mountain, one step at a time.

We want men who can see all around and take a step forward.

A man often lives best in his sons that follow him and do better than he has done.

Every man and woman are capable of making a discovery that may be important and useful to the world.

Each new achievement is but a point to encamp at for one night only—the next morning to wake early and climb.

A misplaced light on the shore has led to many a shipwreck. It is equally fatal to a storekeeper if his advertising chief handles a light that misleads.

To arrive rather than begin is the real thing.

Keep up the old standards, and day by day raise them higher.

I think we have tried to do our best, but the best is yet to come.

To me always the farmers and gardeners of the earth are the real aristocrats.

You and I have simply found some work to do, and we have borne hard upon it.

The broader a man's pattern, the more will he have it in his power to gain success.

Every great undertaking is made up of the sum of past endeavors, plus ambition and the new visions.

This business is a clock that goes. It marks time accurately for service. As each hour strikes, it wants to be remembered for what it can do to benefit the world.

We take inspirations from every storm.

When the people pay more, they get more for their money.

Mere palaver in print is worse than nothing, for it may be misleading.

It is difficult to keep the business tracks clear of business grasshoppers.

Fifty years in the life of a merchant ought to be worth something to a great city.

Mr. Edison says idleness is sickness: what does he know about it? He never indulged in it.

The backbone of the Irishman's or Scotchman's integrity is spun into the goods he makes.

The emptiest man and the emptiest store are most talkative. Almost any one can blow a bubble, but it is only a bubble after all.

A jaded body is not usually the inventor of ideas.

It is the quality that gives the true measure.

The victory is always surer to those who stand up, whatever be the wind or weather.

"Great oaks from little acorns grow," but generally it is left to somebody to find the acorns and plant them.

Times as well as winds change, and business ways must be improved or everything gets on the down grade.

To allow yourself or your opportunity to rust out is deplorable, and sometimes dangerous to others. A rusty man is of as much use as a rusty key.

To get anywhere worth while, one must take a ticket of preparation, and get on the tracks of heart-effort and hammer and tongs, thick and thin endeavor.

Ideas and ideals really become the foundation of the main track of life.

Take the safe rather than the swift way in trade as well as in other navigations.

The prizes of this world are placed where men can get them only by their own great development.

You cannot fool the people: you cannot make them believe an advertisement when it doesn't ring true.

I feel a terrible responsibility for having created this business if I cannot find the captains to keep it going.

Earnestness, intellect, whole-heartedness and steady labor—this is industry, and in time will take all the prizes.

The earth is a vast magazine of materials; and man is the artisan placed in the world to collect, subdue and form them for their proper use.

Nobody ever works well whose salary is reduced.

I have no recollection of ever having been discouraged.

The plodding side and the heroic side run close together.

The spirit of indifference and laxity is fearfully contagious.

Man's ability to labor is a growth, and learning is earning.

You can never ride on the wave that came in and went out yesterday.

There is a lack of comprehension that business grows only by faithfulness.

A good business should be organized in such a way that it can be independent of any man in it.

Malice and meanness and misrepresentation will not deter me—I shall "turn the other cheek" when one is cut too deep.

Find a way to overcome things.

Mere cheapness does not denote bargains.

The nearest door to us is the one for us to get into.

Overcome a hard job, overcome a difficult and discouraging job; fight, fight, fight, never stop!

We have a great business, we have a place to do it in, and I cannot stand for men who are not equal to their duties in it.

Women who go about talking so much about the stores and the hard-worked salespeople, would do better to look a little into their own affairs and not keep their coachmen out until two o'clock in the morning.

Whoever keeps on looking upward will think upward, and courage like an eagle mounteth with the occasion. Let him who sees afar make quick use of the moment, and he shall be crowned the genius of wisdom.

CHARACTER-BUILDING

FEW lives go far without some kind of hard battle.

Nothing tells so quickly what we are ourselves as what we say of others.

Whoever allows himself to get out of patience, comes often to the falling-off place before he is aware of it.

I cannot hold other people's tongues, and it has taken me a long time to get control of my own tongue. But it can be done, and it is well worth while. If for no other reason, it saves a lot of time!

If in your inner thoughts you are thinking of doing something you would not like others to know about, be sure to drop it, and resolve not to do it. You have to live with yourself, and your bad deeds will be sure to flock around you some time in life's later hours and give you unhappiness.

CHARACTER-BUILDING

Only dead fish float with the tide.

No aim, or a low aim, is next door to a crime.

Our conduct is only a sample of our thoughts.

None of us can live a full and useful life and be wholly absorbed in himself.

We get strong by discipline, and we grow by using our strength upon a fixed purpose.

To every man there comes a day when he must separate himself from others and act alone.

It is better to wear patched shoes and pay as you go, than to be in debt, wearing patent leathers and silken gowns.

You mend your automobile on the spot when something breaks. Don't let your life be going on with something crippled in it.

Adversity is not the worst thing that can happen to us.

Almost every one knows when he is stifling conscience, and it is never prudent or safe to do it.

Is it not true that to many of us sunsets are given, beyond our own vision if we do not stop long enough to catch the glory and the meaning of the good-night message of the sky?

Were we to take off the outer shell or husks that time, disposition and custom have gradually moulded upon us, how ready would we be to rebuild our lives without the worthless things we have in one way or another built into them!

Whoever is able to keep in mind his weak points, and gradually learn to avoid them, will in course of time master himself and be more valuable than the man who missteps himself and has only to say, "I forgot," as if that were a sufficient excuse.

Exaggeration is a second cousin to falsehood.

If the new day brings difficult things to do, take up first the hardest or more disagreeable. With that out of the way, all the others seem easier.

It is a delusion to believe in luck days and spend life waiting for something to turn up, while you do not even keep one eye open for the opportunities passing along.

Even adversity and accident are often the best bath a lazy man can fall into to wake him up to use his dormant powers. Idleness is in the main a daily drizzle of discontent and unhealthiness.

To dream away our days and fool away our time is to become callous to the solemn realities around us. The cultivated, wealthy people, much as we honor and enjoy them, can do without us, but think of the multitudes below you that need you, to whom you might become an angel!

Pack your troubles in the smallest bag you have.

When any of us pass beyond the bounds of moderation in the conduct of our affairs, somebody will be hurt.

Lots of people have never developed their personality; they simply trudge and drudge along as if they were but lead pencils, a dozen in a box and exactly alike.

Two weeks in the school of disappointment will often teach a man the deceits and tricks of the world far beyond anything he ever knew, and be of service all his life in steering him away from the shoals of misfortune.

That man who forms a purpose which he knows to be right, and then moves forward to accomplish it without inquiring where it will land him as an individual, and without caring what the immediate consequences to himself will be, is the manliest of manly men.

The regret for a lost opportunity lasts a long time.

Stop looking at or listening to your neighbors; just focus all your mind, heart and strength to go after one man—conquer and control yourself.

Both good and bad fortune are valuable in showing us ourselves. A man that never makes any mistakes loses much that it would do him good to know.

To be honored for one's forefathers is to inherit the greatest of treasures; but it is also of some consequence to leave an untarnished and worthy record of honor for those who follow us.

Right and wrong are too far apart to sleep in the same bed or to walk down the street together. What is wrong is never anything else but wrong. If a practice has to be glossed over or vociferously defended, it is something you had better take no risks with.

There is no greater deception than self-deception.

No one has a right to rob his son or daughter of a noble and virtuous example.

Inaction is thought by many persons to be carefulness when it is simply procrastination.

Our fears have often disappeared when we were not looking, after we turned around and entered upon the day's work.

Every man is like an empty bottle and can drink what he chooses. There are certain things about us that are bound to put us down if we haven't our wits about us to stop it.

When a man dislikes what he has made of himself, who but himself can make the changes necessary to rebuild what is unsatisfactory and displeasing? He does not need to talk about it, and no one but himself can do the job.

Slumberers very seldom make history.

The burdens of life minimize when we face them manfully.

People do observe us and make up their mind about us from the little things we do and say.

The finest thing in the world is to know how to belong to oneself, and not to be tossed about by the winds, doctrines and half-baked opinions which are in the air.

Almost every year has its silent battle-fields, where self-renouncing, faithful sons, daughters, kinsfolk, become heroes by their sacrifices and devotion to the lonely and suffering.

There is a superiority obtainable for every heroic man or woman who will exert him or herself to do so, and it is highly honorable and worth while to pay the price for it by application, self-control and earnest endeavor. Take the heroic road.

No man or woman is safe without lofty ideals.

Looking on the bright side and doing one's best is half of life's battle.

Impatience, procrastination and idleness are the chief causes of drifting upon the quicksands instead of landing in the snug harbor.

Something is the matter with the mainspring of the life of a man or woman, old or young, if there is no ambition in the mind or heart.

Almost every person has something to do which he neglects. To break one's self of that habit, simple and small as it may be, might be the turning-point to success.

When you are in the right you can afford to keep your temper, and when you are in the wrong you cannot afford to lose it and allow all your friends to see you make a fool of yourself.

CHARACTER-BUILDING

Right thinking is the best thing we can do for ourselves and others.

No other loss counts up so heavily as that of time wasted upon nothingness.

Save all you can of the white-heartedness that your mother gave you, and add something to it, if possible.

Any talent or Nature's gift that sticks to the recipient's fingers is downright robbery of the poorer public, for whose needs it it was given.

There's no such thing as failure to a determined, unforgetting, unneglectful, soldier-like man or woman, who battles till the fight is won, be it to get an education or a position.

There are days and days together, all about the same as they come and go, and, then there comes along a day or a time in which is condensed almost a lifetime, calling out all the real stuff of which we are made.

Continuous employment is a safeguard from temptation.

A man with a bad temper is better than a man with no temper at all.

It is a pity to be only sensible about ordinary affairs and next-door to insanity about higher concerns.

Anybody, old or young, that cuts the corners off truth in his talk or practices, is, sooner or later, the loser by it.

Whatever one's gift is, let him apply himself to developing that one gift, and not flit and flirt about from one thing to another. Be a whole man in some particular way.

The wind in a man's face sometimes makes him wise. One trouble teaches him to bear another, and he is better prepared to meet the sudden storms of life and to guide his little boat safely onward if he has once had an experience of a hurricane.

CHARACTER-BUILDING

Every man, by his principles and conduct, makes his own step-ladder.

It is not the thing that we resolve to do that counts, for a moment's indecision may rob us of the opportunity.

To prefer death to dishonor is a finer thing than life. The man who can stand to his convictions is great in any age.

In cases of doubt or perplexity as to what is right or what is best, do not make any mistake: always reason up to the most honorable standards.

To live the fullest life possible must be our first endeavor. Many men and women are invisibly small because they play with toys all the days of their lives.

There is something in human nature that always responds to manly courage. There are too many men who build fences around themselves and do nothing for fear of making mistakes.

Fault-mending is infinitely better than fault-finding.

There is a point to stop at, but it is not until your fair duty is done.

Compound your common sense, conscience and strength, and make it count.

Each hour of the day brings on its back a message of cheer and a fagot of duty.

A man is not doing much until the cause he works for possesses all there is of him.

Impatience is a stumbling horse and liable to injure us whenever we ride or drive it.

A man cannot afford to be lenient with himself, though he be lenient with all others.

A great man is not tied to his own opinions, his hates, his preferences, or his prejudices, but is big enough to weigh existing circumstances and passing events.

A drunkard is a moral suicide.

Every life has its high moments.

One must ballast the soul with patience.

Time wasted is part of your life thrown away.

The worst thing a man can do is to hide his mistakes.

Only ourselves can come short of our expectations.

Providence will favor the man who taxes himself to the uttermost.

The man who does not learn to give early in life is generally stingy to the end.

It is a great pity to be in any position where you cannot feel perfectly genuine.

It is a poor oversight to leave God out of our calculations.

Being right and doing right is the secret of feeling right.

It is not enough to merely have an ideal. You must begin to do.

Study to be unhurried, unflurried, and "not easily provoked."

To go out into other lives creates an ever-widening circle of benefactions.

No man can dream character into himself. He must hammer and forge himself into a man.

We cannot live upon the reputation of the past—it is the character that is within us, and that we live out, that has to make its mark as the days go by.

Resolutely doing the same thing rightly is not always easy, but it is great. It develops patience, and "practice makes perfect." There are world-records to be broken in every calling.

CHARACTER-BUILDING

Let us make our own happiness by hard, hopeful work.

If you sow neglect or haste, it is likely somebody will reap regrets.

Let's try to use our faculties to make everything bright wherever we stand.

Not to be afraid is something, but courage to go straight on is infinitely more.

Courtesy cannot be borrowed like snow shovels—you must have some of your own.

Unpunctuality is a thing that grows upon a man or a woman, and it is thoughtless and unnecessary.

To be a real man, big or little, or a real woman, old or young—good and true—is to be the finest thing on earth.

There is truly such a thing as keeping the heart unwrinkled. It is by being hopeful, cheerful, kindly, reverent and thankful.

One has often to pass through ordeals to rise to ideals.

Everyone honors the man who fulfils a duty at all hazards.

The worst kind of lying is making promises that you cannot fulfil.

Be happy with what you have, and better things will come along.

Manners neglected in small things often decide for or against us.

Almost every path leads straight ahead to a worthy goal, and the heart that beats high with courage is sure to win.

An epitaph of some kind is inevitable to all, be it spoken or printed in type or marble. It is governed, however, by the Dial on the Face of the Life Clock; and whether the clock strikes the hours truly or falsely, depends on the right Key and careful winding up at the right time.

CHARACTER-BUILDING

The sun comes to those who go to the sun.

Titles and wealth cannot make a Jeanne d'Arc or a Paul Revere.

Stop looking through a keyhole and come out and look at the sky.

No man is anything worth while if he is only a tailored clothes-horse.

A man may be bigger than six feet if he has any of the real Lincoln in him.

Duty comes clearly to the men and women who are listening at their doors for the first knock.

To be calm, content and cheerful, and at your best, despite the weather, affects for good every one around you.

Faithfulness, Loyalty and Thoroughness are three words which we can all understand; and understanding them, practice them, from the greater unto the least.

Nothing can come out of a man's headpiece which is not in him.

Many persons expect to make much of their lives, yet go about it in a purposeless fashion.

HUMAN RELATIONS

DOING something to help another is the great thing. Really, it is learning the ABC of happiness.

A good name and a favored place with friends can be smashed like a brittle glass vase by stupidity and carelessness.

The mother's eyes, and her mothering mind, seem to possess a hundred hands. She thinks of so many things, and does the many things she thinks of, bless her!

Oh, the pity of it that a cross-grained man does not retreat from the world, or find an asylum where he may be cured of an infirmity which spreads misery and pain!

Why should we suffer ourselves to take the smaller view of each other, when in point of fact, individually, we invariably desire that our friends should take the opposite course in speaking to others of ourselves?

MAXIMS

Give us a good word, or none at all, as we pass along.

Love reads without letters and counts without arithmetic.

School yourself not to keep up an argument just because you are sure you are right.

It is always best to give unwelcome advice privately, but open praise is of much value.

The bitterest tears shed over graves have been for words spoken hastily and for deeds left undone.

Friendship is not a cake that you make and put away in a cupboard. It is something to share with others.

To miss an opportunity to do a kindly thing, to give some one innocent pleasure, or lend a helping hand where needed, if in your power to do so, may be to risk the loss of a happy memory that might sweeten and lighten your way later on.

Some people object to personality, but what else is there that stands for reality?

Gratitude takes three forms: a feeling in the heart, an expression in words, and a giving in return.

Nothing costs less or counts for more than plain, unaffected courtesy in our relations with each other.

In a long life, so far as memory serves, the writer never saw any person, woman or man, that he did not see something beautiful in.

It often takes but a minute of a day to make some one happy, and there are often seven people happier if some little thing is done for one of them each day for a week.

It is impossible for a man or woman to say that he or she has nothing to give. The heart, the time and a kindly thought are often worth more than gifts that cost money.

Mothers never change.

To make each other's struggle harder is not the manliest thing we can do.

Sometimes our best friends see the best in us, and that fact calls out of them their best to give to us. It is a pity, and may be a real loss, to become so busy that we have no time when our friends think of us and call.

Many men and women, without realizing it, become so fossilized with come-day, go-day, duties that they neglect to express to each other their true feelings. Christmas times and the New Year, so near, are new wheels to start us again.

What a wonderful thing for a man to get an impulse from a book, a lecture, speech, musical performance, a well-spent day, a visit to his college, his old parents living distant! How fine for one man to impart power to another man, that he may rise into a higher life!

Manners may be overdone, but courtesy never.

The more we give happiness, the more we have left.

He who for himself makes not good choice, seldom makes good choice for others.

No other influence is more powerful than the mother's in shaping the man's life.

Isn't it true of most of us that in our thoughts we associate Mother and Heaven together?

It is often well worth while to quietly dig down through chilly human nature and find beautiful things growing under the frozen surface.

Life is a great riddle, and must be studied with the clouds of circumstances—hoping, struggling, toiling, failing, falling, temptations—and the need and value of a common sympathy, before condemnations.

A man equipped with power or influence is seldom without enemies.

The good breeding of ourselves is the best protection from bad manners.

Trusting a man who once fell down, and giving him another chance, is one of the best ways to put him on his feet again.

Almost every misunderstanding can be smoothed out by gentleness and patience, if taken up at the proper time and with good temper.

Some people, without knowing it, carry with them a magnifying glass, with which they see, when they wish, other people's imperfections.

Have you ever noticed that the straightest stick is crooked in the water? In forming judgments of others, or in passing opinions upon current topics, let us go slow and be careful until we know all the existing circumstances.

Objectors seldom do anything but object.

Clean up every day the affairs of the day, if you possibly can.

Very few names ever die of such as lived to serve their fellow-men.

The burdens of life become heavier whenever we fail to recognize that each of us is human, with a personality of his own.

A community composed only of men, say what you please about it, would in course of time become a company of barbarians. Women are a necessity, for every city to become a city of homes, of gentle speech and of refinement of manners.

If it be possible, go out of the way to lighten burdens. A word spoken, or the writing of a line or letter, or a step taken to brighten the corner where we are, may bring wonderful joy and peace that will find its way to the giver as well as to the one that receives.

How sure to be right a good woman is!

No one was ever bankrupted by benevolence.

Good manners are the art of making people easy and at home with each other.

While we may not be able to make life a Garden of Eden, we must avoid helping to make it a Dead Sea.

The speech a man or woman makes when mad does more harm than good. Anger is always a bad speechmaker.

To shake one's self out of one's self into another person is a hard thing to do; but until we learn how to do that, we cannot help others, even a little, to live their lives.

It is almost a crime to bring up a family in affluence, and for its master or chief to not arrange his affairs so that they shall not be exposed to sudden and severe poverty in case of death.

The whole world will serve you if you will prove that you are honestly trying to be of service to it.

To reach out a hand or give an idea to a deserving young man is a privilege not to be thoughtlessly set aside.

Our best friend is the one who helps us to find out our real selves, and who endeavors to show us how to make proper use of our abilities.

To speak the right word and do the right deed at the right time makes it easier for the man next to us in the little world in which we live.

Why are we always exalting the mother gone, and so thoughtless, often, of the faithful woman by our side? It seems easy to give receptions to the genius from afar, and not recognize aright the genius that sits at the other end of the table and relieves us of a thousand responsibilities, as much ours as hers.

No generous soul ever enjoys his possessions so much as when others partake of them with him.

Some of us may not be able to sing a note, but there is none who cannot set some other's heart a-singing!

Be good to the old people. If they are not always the brain of the family, they are almost always the heart of it.

Our lives are not all to be measured by the same rule. The very mysteries of life quicken us to highest endeavors.

After all, our deepest, truest life is lived in ones and twos and not in the uncounted population of the state and nation.

Any man with but one eye will realize, almost without an hour's thought, that no others have done so much for the world as women. Every one has his day, and at last the woman's day has come, when she shall rise to her noblest mission.

Thousands have proved that giving from principle is getting in fact.

Beware of a man or woman that speaks of you well and ill at the same time.

Any one may form a fair judgment of what a young man is by the way he treats his mother.

Some will never learn the secret of truest happiness until they are able to give up something for the sake of others.

It is possible by absorption in business affairs for a man to become stranded on the desolate shores of wealth or selfishness, and lose all personal interest in poor relations, old schoolfellows and unfortunate neighbors.

There are men so profoundly confident of themselves that they say they attach no importance to public opinion, which is a proof that they do not merit its good-will. No man knows it all—neither a part of the time nor all of the time.

We love new friends, but never so much as the old ones.

To select your friends, companions and employees carefully, and trust them, is the best thing to do, as long experience teaches.

When in doubt, steer the little boat of your uncertain mind to the side of mercy. Hard lines, or roughshod methods, will have a lesser force for good than mildness and clemency.

A good, honest, face-to-face, outspoken criticism is not only welcome, but may be valuable; but an invisible critic, however well meant, tumbles into the waste-basket, discredited and on the road to destruction.

Few of us understand each other. Little some people know how dependent we are on something outside of ourselves. Often a single word or look would have changed an entire day. So many of us stand before each other only as closed books—contents unknown.

Smiles are roses along the way.

Pay out gold coins of gentle speech as change for another's half-manners or rough, brusque speech.

Whoever expects to have old friends must catch them young. Very few young fellows yoke up with old men.

Unless we, each of us, keep moving among our friends each day, there will come no new sunshine into our hearts.

It must be remembered that it is almost always difficult to be sensible of the merit of others unless it falls in with our ways, our lines of interest, or when it interferes with our own pretensions.

What are the true marks of a good friend? To cheer you in well-doing, to warn you in danger, to give you courage to do better, to assist you with useful information, to point out to you your mistakes, to tell you of their own experiences.

I do not believe in discouraging people.

Let us believe that courtesy is the sister of love.

Friends, they say, are not friends until their friendship is tested.

The best we can do in being helpful is not as much as we wish to do.

There isn't anything more beautiful about any man or woman than graciousness.

After all, Christmas is but a big love affair to remove the wrinkles of the year with kindly remembrances.

I always mark down the man who sees nothing but faults in other people. I think he has not got a good discernment of things.

It is not uncommon for kindly people to be proud of one of their number who by his own abilities raises himself above his original position in life.

It does not take so very much to make people happy if one just has her wits about her.

I can forgive a man who does me wrong, but not until he makes the utmost restitution possible.

People can scatter frowns or flowers, or growls or gladioli, and thus leave behind them noxious weeds or gardens beautiful.

I would not speak to men and women like little children, even though they may be people I consider as kindly as little brothers and close friends.

If there is something wrong and it is my fault, you owe it to me to come and tell me; and if it is your fault, you owe it to yourself to come and tell me.

The sentiment of even the smallest gift often runs far into one's heart, just as a drop of ink from a pen runs far over the paper and into sentiments and good cheer.

Attachments grow, and you can't help it.

The need of the age is for fraternity more than charity.

Service is not so much a thing to talk about as it is a thing to perform.

We must have sympathy for each other; but we must go on and finish.

I cannot but think that it must be a blessed thing to minister to the dying.

What a wonderful change is wrought when this quiet thing of a loving thought shoots round the world.

A man may be a fine library in himself. What does it come to if he keeps all his poetry and knowledge to himself?

What right has any man or woman to a foothold on the earth who fails to do a little part to help along as smilingly as the sun does his part, day by day?

You can do almost anything with a man who has confidence in you.

Friend: If you can write a book or do a deed to illumine a life, get at it at once.

It is something to be thankful for to be born with a genial spirit and gracious manners.

One touch of sympathy in sorrow, and the whole world knits together into a nationality of peaceful endeavor.

The world would be a perfect place to live in if everybody could not only speak, and write, but do, the right thing.

To speak the right word, and do the right deed at the right time, make it easier for the man next to us in the little world we live in; when you and I, "you in your corner, and I in mine," are on the watch to do this, we will touch the next man to us, and the bigger world will be better to live in.

Keep sweet—little courtesies go with good manners.

Our homes and stores, offices and workshops, will be the better for unforgotten courtesies.

In the daily round of our day's work, little gates open to us all, especially if we do our part with each other.

It will be rather a wonderful discovery to some people that other people are human and have feelings like our own.

Just a little gift, costing one dollar, may give a thousand dollars' worth of pleasure, and be a lifelong grateful memory.

A transient act of kindness, little civilities, small courtesies as one passes along, may come to more than one would think.

Almost every one needs something we can give. Perhaps it is only a word, a look, a touch, a letter, or a sign of sympathy.

HUMAN RELATIONS

Mankind is one family.

There are Knights of Politeness and Princes of Sunshine.

Explanations that have to be further explained are inexcusable.

A man may love his business, but he needs more love than that in his life.

Isn't it only little-minded people who fail or forget to show simple courtesy?

We can only reach each other with sympathy—the biggest word among the three or four big words of the world.

The woman or man with burning heart who carries a little lamp to light the way, may lighten life's burdens for somebody.

To take care of a little bird seems like a small thing, but it is small things well done at home or in a large store that count up to the good.

MAXIMS

There is no patent upon gentle courtesies.

For every courtesy, little or big, let us say, "Thank you!" to one another.

How far a cheerful look and word go in the make-up of the day's contentments!

Courtesy is a coin that we can never have too much of nor ever be stingy with.

There is no human hand that cannot ring a joy-bell for two persons on Christmas morning—for himself and one other.

CITIZENSHIP

LET us do everything to cultivate greater Americanism.

Every year there's a man wanted somewhere in the United States for leadership.

The unfaltering good-will of the United States for all the nations of the globe, and the great prosperity with which America is blest, prompt us to magnanimity and generosity.

What a throb of hope, courage and enthusiasm will thrill the hundred and more millions of Americans when it is a fixed fact that America will take care of our ocean goings!

We spend far too much money at present in elections and in trying to uphold what the people don't want. They have suffered from a power that has been built up and ought to be unbuilt.

The people in the public eye must do right for the public good.

The American flag in a foreign port outshines the beauty of all the scenery of sea, green cliffs and the forests growing down to water's edge.

We are all living under the Stars and Stripes. It is the flag of the land of our birth or the land of our adoption. We owe allegiance to no other flag.

Public sentiment is an autocrat whose stamp goes and cannot be questioned, when it sets itself for or against certain things in cities and communities.

Anything imperfect can be conquered if one is determined and industriously works at it. A person may have a crooked nose or a scar on one cheek, but it becomes unnoticeable by the habit the person has unconsciously formed of turning the good side foremost, by which the other side is not seen.

CITIZENSHIP

It is ours to keep the peace and attend strictly to our own affairs.

It is a serious thing to fill people's minds with wrong and to have poison spread all over the country.

It is not buildings or famous ancestry that make a city. It is the living men who have visions and work unselfishly to make them materialize.

Surely, whatever promotes the content of the people adds to their happiness and elevates the social life—makes for good citizenship.

There is a living Washington, a living Franklin, a living Lincoln, and a living Liberty Bell, that should always be an inspiration to us.

To make light of the fathers of the country and the principles they died for, may be to reap a harvest of bitterness and dissension for the children who follow us.

The country has given us everything we have got.

It is an easy matter to criticize governmental policies, but it is difficult to remedy their defects.

Put me down on the enlistment rolls, young enough for cabin boy, strong enough for stoker, or still in training for engineer.

The people will never grumble at taxes for improvements if they can be sure they are getting full worth of the money so taken.

It is only a small shrimp of a man who does not realize that to work for the public good in some form or other is the plain duty of every citizen.

Men who take initiative, and do the most thinking to put a city forward, are commonly decried and discredited and sore hampered, until some of them leave the city for conditions believed to be more favorable to honest endeavor elsewhere.

No dissensions, jealousies nor small, vinegar-cruet men should be suffered to dwarf or discourage a city's bigness or the efforts of its citizens to do great things for the entire city's benefit.

Let us be citizens first and foremost, and not merely bankers, lawyers, merchants and manufacturers; and we need not hesitate to tackle large city enterprises nor be in doubt of success.

What word can I speak to awaken within you the proper sense of the incomparable opportunities of the future, and at the same time pass on to you my sense of the tremendous responsibility of the hour?

The highest glory of this century will be for America when it is recognized by the world that its people have become reverent and obedient to laws, and have demanded and secured the prompt execution of every law on the Statute Book, that equal justice may be done to the poor and to the rich without delays or favor.

The worth of a nation is only to be counted up by the worth of its men.

Hang out the glorious banner of our country over our homes, schools and churches. It is a flag that shelters and protects and commands the attention of the world.

EDUCATION

THERE is no one whose horizon will not be widened, if he will only avail himself of the wholesome education of fellowship.

True greatness is well shown in school-teachers, never impatient, never too wearied to miss the least chance to pave the way for a little child out of his perplexities and lead him out to a hill-top.

To "loaf" on any job or avoid any plain duty is slackerism. A mother or father too busy to train a son or daughter in honor, honesty and straightforwardness is likely to regret it as a serious mistake.

The human mind is an empty furnace, unless the coals of learning are put in it and the fires kept burning by persistent study. Natural smartness will not take the place of a well-filled mind to apply the advantage of stored-up knowledge.

MAXIMS

Education is a slow thing.

Have a good book to read all the time.

I will not stand still: I must learn all the time.

Proverbs are the children of daily experience.

The hardest work will not make a plum out of a potato.

Wisdom can be learned from living examples better than from books which, in the main, speak only to our eyes.

To wise people it is given to be in school every day, learning something interesting and useful from every incident of life.

Beyond all estimate to a growing boy is the value of a thoughtful, suggestive, encouraging man, from whom he can get ideas and the inspiration of his own example and methods of study and practice.

EDUCATION

Idle men think they know enough.

To waste time with people from whom we can learn nothing is a losing business.

A mother's heart is always the best school a boy (no matter what his age is) ever had, for he is always her boy.

Business experience and study obtains for a man a broad education, not entirely of a secondary nature, confined to his particular calling.

The greatest need of this present-day world is more smilers, singers, patient, good-natured, strong-minded men and women. Teachers, train the children so to be.

Every one is better off with a pilot. Your mother and mine were always the first and best pilots. Our next pilot was the unselfish school-teacher. Our next best pilot was the father, minister, priest and earliest comrade.

Let it always be a joy to do anything for a child.

You can teach a merely dumb man, but you cannot teach a dumb fool.

The ranks of churchmen must be refilled and enlarged from the Sunday-school.

The Sunday-school, wherever it has had proper development, comes nearer than any other religious agency to answering the greater needs of the human race.

Visit galleries of good pictures, and they will grow upon you—the love of art will grow in you, though probably you will be unconscious of it. It is like living with a good person.

The oak rises, flourishes and dies; the hardest granite, as time wears on, shows the sign of age; but the mind of man, renewed and cultured at each generation, grows on forever, preparing for wider and nobler service.

EDUCATION

To think well is to grow well.

Poetry is a great teacher, whether it be in words, or music, or other expression of great thoughts.

In these days of free education and instruction, every young man can set up for himself sooner or later.

I have lost time, strength, money in every direction, but never anything that was spent upon a Sunday-school.

But few places will give as many satisfactory returns in lasting peace, permanent pleasure, and great usefulness, as a well-established Sunday-school.

Faults and failures are unavoidable with human beings who, when careless, forget and neglect; but training and care are lessening these misfortunes, and there is hope for yet greater improvements. The system is right, and the wrong thing is always in an individual's deficiency.

MAXIMS

To be educated is to live.

It is not good enough to be well read. We must help others by what we read.

One form of education is to see things and ask questions about the things seen.

To be a thorough business man or woman requires an education and a course of at least four years in a school of practice, to enable one to earn a fair living.

Knowledge is not power unless there is forehandedness to keep the tank full of gasoline and have on board a supply of the right make of rubber tires, as well as the tinkering things for a broken-down engine or springs.

The making of America cannot be done alone with picks and shovels to build its forges and ships and railroads. The real America of the future is what its boys and girls shall become by academic and vocational training.

EDUCATION

An apple-tree does not seem to be doing anything until the vital sap runs off into apples.

Education, and engagement in a settled vocation, are essential to the true road to a successful life.

The man who never asks informations or puts off asking for them, saying, "I will do it another time," is generally at the tail end of his class.

LIFE

TO be harping on the fame of the past is in most cases a weakness.

Mushrooms grow in a night; but not live-oaks, banyan trees, whose roots reach down to the deep rocks.

There is more artistic talent devoted to the adornment of feminine beauty than there is to painting and sculpture at the schools of art of the world over.

There are many who choose to live underground, whose minds are lighted only by prejudices and jealousies. They see nothing clearly, and wonder why.

It is from humble cradles and almost unknown mothers and fathers that have sprung the millions of those toiling, thinking, hard-headed, common-sense people who are to determine the courses of the world's measure.

LIFE

Only poverty and idleness embitter life.

Very few pleasures are let on long leases.

The air is full of plans—and the plans are full of air.

The old must go, and the young must step into their shoes.

I cannot touch a single key that has a minor note in it.

It is poor prosperity that is blind to the need of God's favor.

Little things, uncostly things, go far in the making of happiness.

I never look at the sunrise that it does not give me a sunrise feeling.

Great wars, and all great movements of education, business and mercantile finance, require three things—common sense, loyalty and action.

The richer some men grow, the smaller they seem.

You can tell fretters by the tell-tale in their faces.

Some men cannot manage a calf, but they are always wanting to carry an ox.

The whole of life is but one day after another. None of us can ever find a lost day.

This world is not yet completed. Each of us has some part to do. It may be a wondrous part.

Whoever desires to make the best use of his life must find time, reasonable time, for rest and play.

High thoughts and great thoughts come along the turnpike of almost every mind, some time or other, and are lost because the overworked memory is unable to carry all that is offered to it.

LIFE

Life's little things are most potential for our happiness.

Happiness and half-happiness are miles and miles apart.

No one knows all that is hidden in this old earth and in the sky over our heads, nor has any man as yet fully measured the capacities of man.

Human affairs have the same steps of growth as plants and some trees. First—slowest, the invisible growth of the root. The second, the hidden growth of the stems, and third, the root and the stem combined throw out the blossom and the flower.

Astronomers tell us that some light is a thousand years in coming to the earth. We are now realizing an inheritance of the martyrdom, sacrifices, declarations and pledges of our forefathers, which were given far back in the dim past of human history.

Necessity is a powerful axe to cut the way through every kind of log.

There is more blue sky above us than clouds, if we take the year all through.

The world is greatly indebted to its obscure families, if we have read its biographies aright.

The gift of light, each new Spring, must be something like that of Eden, when Adam found his beautiful bride.

Let us not forget that there is another history that never gets into the newspapers. There are heroes and heroines uncanonized.

The human mind is much like a mill. When it lacketh corn or wheat it clatters along, rattling away as if it were doing something, when it is simply wasting itself. Many persons have nothing to think about outside of themselves, so their thoughts grind up their peace and content.

Haste trips up its own heels.

Christmas is a Man born—not a sentiment.

The worst ills are those we foresee, fret about and suffer from before they arrive. There is no use tying knots in advance upon the string of days yet to come.

In every man there is that which does not grow old, if he did but know it. To suffer oneself to be talked into feeling old, and therefore to lay aside one's occupation and to settle down into ease and inactivity, is in many observable instances to hasten the years and to hurry forward the end of life.

It is true that money will not buy as much as it did fifty years ago, but think how much more valuable time is than it used to be. It is not impossible for a man or a woman to live in one year now as much as in ten years of the times of fifty years ago, and civilization and invention have not yet exhausted themselves.

MAXIMS

Happy is the man who may tell his dreams.

Of all the improvements that man has made, the greatest of all are in himself.

A silent hour with happy thoughts is a restorative without a doctor's prescription.

Time is old, but every new morning is young. It comes to us saying, "Here I am to help you; use me well."

Time is the best critic of all life-work. Take the people "by and large," their unbiased verdict is nearly right and just on every question.

There are ninety-and-nine blessings, in most lives, to one misfortune, where good health, intelligence, integrity, common-sense and energy exist.

Our forefathers seemed to have little, but produced much; we have much, and must confess to producing but little in proportion to what they did.

Who ever saw a woman that looked ugly if properly dressed?

People who cannot find time for recreation are obliged sooner or later to find time for illness.

If the weather does not happen to be good for my work to-day, it's good for some other man's, and will come around to me to-morrow.

How often little visits, and ordinary conversations, bring us a message from the sky, never to be forgotten by those who listen hard!

Life is strangely made up of things that in themselves seem inconsequential, which, when traced through from beginning to end, are almost miracles.

Oftentimes any hastening to speak loses by display of ignorance. Many regret their much speaking, but hardly any person regrets shortness of speech.

Pride is a dangerous taskmaster.

A woman's standards in the main are higher than a man's.

It is not the length of life that counts. It is its depth and purpose.

Some of us have found that it lightens our little burdens to turn to other people who are bearing burdens without finding relief.

The darkest shadows any of us can get under are those a man makes for himself when he gets in his own light, persuading himself to believe that his neglects, mistakes and age have passed him along to a time when it is impossible to be of use.

Men are men, but they were not all cast in the same mould. Bricks are bricks, and they can all be built in the same wall, but every man must be himself, walk and work as he likes, and not expect to be built into any wall to serve exactly as the man next to him.

LIFE

Have you noticed that there is a dignity, even in animals, that some human beings might study to advantage?

Moths that eat up time are worse than the little, flying, silent things that bite holes into our clothes and carpets.

One sunset, one stormy night, and one moonlight hour, in their actuality, are more than all the books and poems of the heavens you have read.

A real boy with good principles, and with a vision to do something even better than the fathers who have passed on, is worth more to Pennsylvania than the discovery of an oil well or the opening of a new coal mine.

There is more common-sense among the common people than many of us suspect. Invariably they use up less time in making their errands known and in the letters they write, than lots of our best friends and best-educated business people.

MAXIMS

Life is a beautiful thing. Our Heavenly Father did not put us down here to mourn and lose ourselves in some kind of fog.

The idlest of all idleness is reading with a dormant mind, which is like unto a running stream over a rocky bed, leaving no impression whatever.

Man is the only creature on the globe that ignores the Creator and defies His right to arrange the harmonies of His own world for the happiness of its people.

Thousands and thousands of people have never been outside of the State they live in, and, if given the liberty of saying so, they are living in the State of Ignorance of Natural Resources.

There are many croakers this summer, upon the edges of lakes and creeks; there they sit, croaking and croaking; but they are only frogs, after all. And so it is all along life's shores, but the croaking men are only frogs of men.

Don't try to blame your faults on women.

The path of virtue leads through the valley of sacrifice.

It is a tremendous thing to live: dying is next to nothing.

A man may know a good many things and not properly apply them.

In this busy life there is not time for soft words upon serious questions.

Who says that the "good old days" were better than the present days?

There have been and still are, possibly, noble heads with nothing in them.

Our first thoughts, that come from we know not where, are often the very best.

The man whose eye is ever on himself and his own little corner is often uninstructed as to what is going on about him.

MAXIMS

Tell your story and quit!

Truth can always stand up by herself.

Only a few people do any all-around thinking.

How the world ever got on till each of us came along, is our enigma!

Lincoln refused to play politics, but now it is politics to play Lincoln.

It is only women that can do two or more things well at the same time.

It does not require large things, nor does it take large money, to make people glad.

Patriarchal croakers sit squat on the edge of inland places and emit sounds and groans and weepings and documents against the times. What have they done to make times better? What useful thing have they invented, or what word of cheer have they spoken?

It is a great folly to run away from facts.

We have not grown old: years do not make age.

I believe it to be true that every baby is born with a song in its mouth.

The art of costuming a woman may rightly be classed as one of the fine arts.

A California redwood tree has grown for a thousand years, and it is still only a redwood tree.

The years that roll so swiftly by often demolish our fondest dreams, because so many happenings occur to interfere.

Second-rate men know something about everything. Lincoln was a first-rate man who knew everything about one thing.

There are two freedoms—the first, where a man is free to do what he likes; the other, where a man is free to do what he ought.

Many an empty bottle has a large label on it.

Where did the birds go to school to learn how to build nests?

The closer we unite with Nature, the simpler and lovelier we may be.

There are things that count more for good than bank-notes or gold coins.

All things in Nature are like Janus, two-faced; and have a double lesson for us.

The vital struggle of a war is before the first shot is fired—when the plans are made.

Dear old Autumn! Let us drink deep with our eyes and senses of her odors and enthralments while we can.

God never made a man just because He wanted one more man: He wanted you. He started you with a different-shaped head, different face, and different thoughts.

No nation is an accident or a matter of chance.

It is not time to moralize when people are starving.

Music has been well called the universal language of the world.

God hears a woman's prayers, I believe, before He hears any other.

To coin a false nickel is as bad as coining a false quarter—the principle is the same.

When the bucket is full of clean, fresh water, no one would think of carrying it to the well.

The twilight hours are good times to become acquainted with the world in which we live.

We do well to hark back for light and inspiration to our great men's clear visions, sturdy purposes and safe examples.

MAXIMS

Nothing happens of itself.

A crooked road is always the longest one around

Let happiness run after you when it wants to.

Wars and waitings and weariness cannot last forever.

No cup creates the water, nor is the water to be purchased. There's plenty of it.

If you want to know what cherries, strawberries and peaches taste like, ask the children and the birds.

Every man is his own philosopher and his own individuality: let him work it out. Time will test and prove him.

A rainy day is a good day for me. I don't mind a rainy day. My mother used to say I never whistled any other time but on rainy days.

Books go well with gardens.

Something says the past was only seed-time.

The man of all men I am most afraid of is myself.

Corn and men have to be ripened and well seasoned to be of any good.

Many men build a little piece of life near the ground and never soar upward.

Let those who follow me continue to build with the plumb of Honor, the level of Truth and the square of Integrity, Education, Courtesy and Mutuality.

THE END

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